



**Gartner®**

**Leadership Vision for 2022**

Top 3 Strategic  
Priorities for  
Enterprise  
Architecture  
Leaders

### From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

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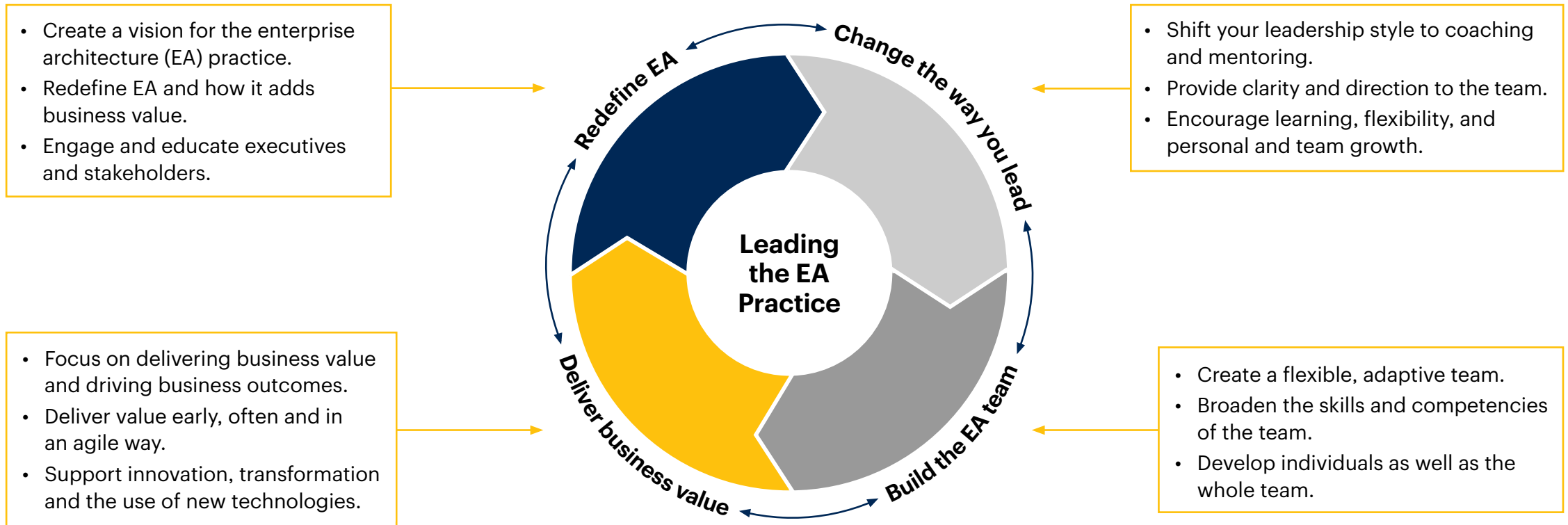
In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.



**Chris Howard**  
Chief of Research, Gartner

# Lead Enterprise Architecture in Four Key Areas



Source: Gartner

# Trends and Actions for EA Leaders



## Adopting a new style of leadership as the delivery of digital/IT services democratizes

There has been a steady and growing shift in the delivery of digital capabilities — moving out of the IT organization and into the business. As these capabilities move into the business, they are also moving to outside service providers.



### Actions for the EA leader

Adopt a new style of leadership by focusing on developing organizational influence rather than spans of control.



## Delivering EA as an internal management consultancy

EA can bring a set of internal management consulting services that provide insight and clarity to executives and stakeholders. Given future uncertainty, the ability to support executives in shaping strategy, in a quick, iterative way, will make EA invaluable.



Shift EA toward an internal management consultancy by clearly defining what EA is, how it works and how it adds value to the organization.



## Architecting the organization for composable

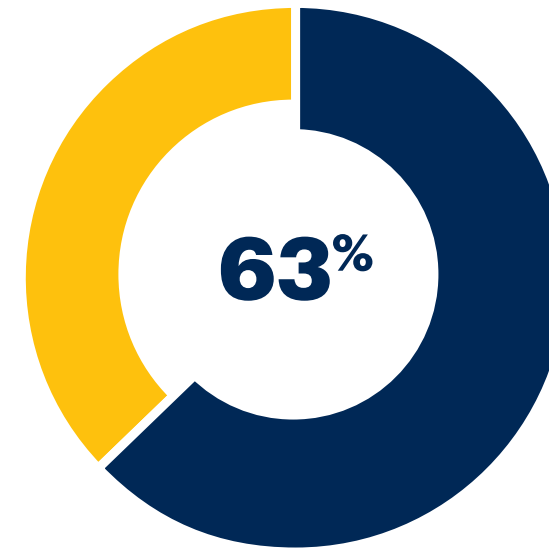
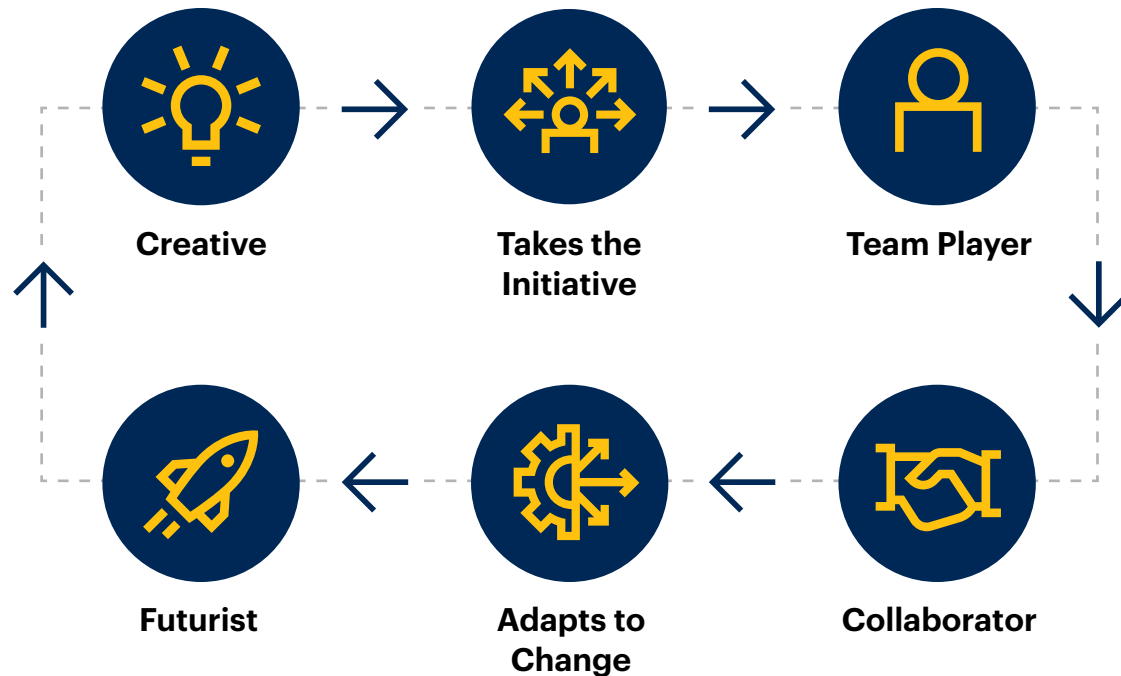
For many organizations, the global pandemic highlighted the importance of adaptability and resilience. At a high level, adaptability is being able to respond quickly and efficiently to change, and resilience is being able to do that repeatedly.



Build a business with high composable. Create an adaptive tech base, use iterative work practices, and develop a design approach that allows the business to change quickly, in a way that is easy to execute.

# Become an Influencer (and an Innovator)

As organizations democratize digital delivery, the EA leader will need to lead through influence — and by inspiring those on the EA team, along with its stakeholders.

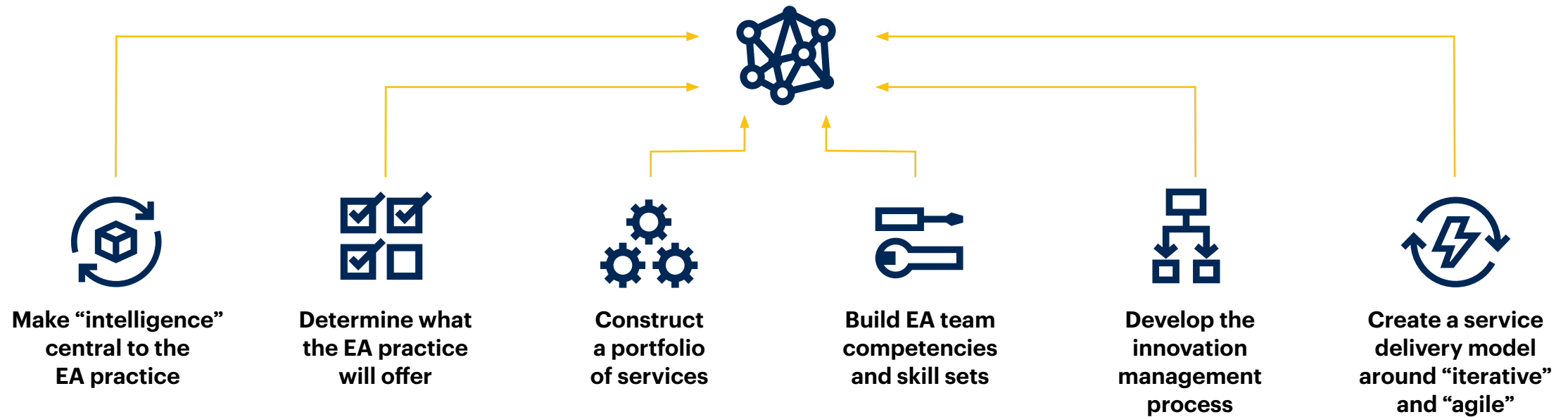


of high-performing EA practices indicate a need for better proficiency in storytelling

Source: Gartner

# Reframe and Rebrand the EA Practice

**Aim to provide a clear definition of what EA is, how it works and how it adds value as a consultancy.  
For example, will you be a strategic consultancy or focus on a technical specialty?**



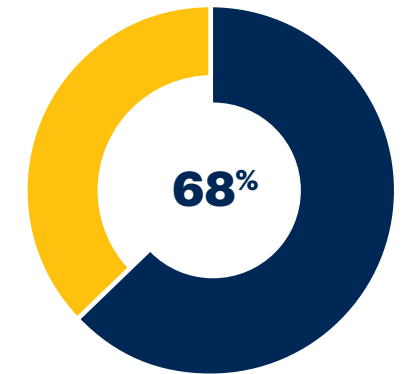
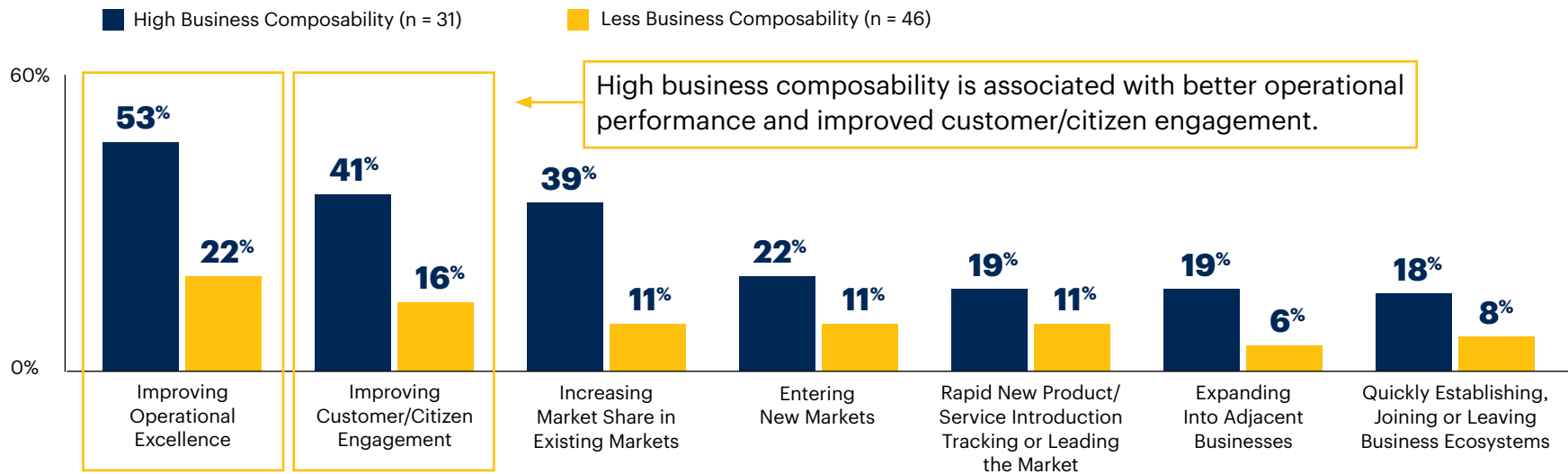
Source: Gartner

# Embrace the Benefits of Composability

Many trends shaping today’s organizations set the stage for the adaptable, or “composable,” enterprise. EA leaders play a key role in building an architecture that supports this change, while communicating the benefits to the organization.

## Assessments of Enterprise Effectiveness

Percentage of Respondents Indicating High Effectiveness (6 or 7 on a 7-Point Scale)







of high-composability organizations surpassed their business goals

Source: Gartner

# Actionable, objective insight

Explore these additional complimentary resources and tools for enterprise architecture leaders:

 <p><b>Research</b> Avoid the 13 Worst EA Practices to Ensure Success in the Digital Business Era</p> <p>Learn to avoid common traps and succeed in the digital business era.</p> <p><a href="#">Download Now</a></p>	 <p><b>Tool</b> Gartner IT Score for Enterprise Architecture &amp; Technology Innovation</p> <p>Evaluate the maturity of your EA and technology innovation function.</p> <p><a href="#">Download Report</a></p>	 <p><b>Resource Hub</b> Enterprise Architecture for Digital Transformation</p> <p>Evolve your EA organization with powerful business management insights.</p> <p><a href="#">Explore Insights</a></p>	 <p><b>Tool</b> Gartner BuySmart™</p> <p>Reduce costs, avoid pitfalls and buy technology with confidence.</p> <p><a href="#">Learn More</a></p>
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